Deloitte.

State of Florida Agency for Workforce Innovation UC Modernization Planning for Phase 3

October 28, 2009

Response to:
Request for Information
10-RFI-001-SS

Deloitte.

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October 28, 2009

Florida Agency for Workforce Innovation
Office of Procurement and Contract Administration
Attn: Sonja Stokes
Caldwell Building
107 East Madison Street, Suite B-047
Tallahassee FL 32399

Dear Ms. Stokes:

Deloitte understands The Agency for Workforce Innovation's Office of Unemployment Compensation Services (UC) is seeking information from qualified vendors pertaining to the acquisition or development of a web-enabled, integrated information system to support the Office's mission of providing support to Florida's workforce by paying unemployment compensation benefits to qualified unemployed workers and resolving unemployment compensation appeals in a timely manner.

Deloitte is pleased to submit our response to this Request for Information (RFI). Included here are our responses to your specific areas of interest. We also include information regarding the capabilities of our dedicated Labor and Employment practice and, specifically, the proven functionality of our solution for unemployment insurance modernization, the Unemployment Framework for Automated Claims and Tax Services (uFACTS).

The combination of our experienced staff, proven and collaborative approach, and our uFACTS Solution Framework help accelerate project delivery, reduce project risk and leverage leading practices developed through our work with multiple States modernizing UI systems. The uFACTS Solution Framework addresses all of the functional areas listed in your RFI:

- Adjudication
- Audit
- Appeals
- Benefit Payment Control
- Claims (including Interactive Voice Response (IVR) & online Initial and Continued Claims)

- Federal Reporting
- Customer Information Requests
- Special Payment
- Special Programs
- Unemployment Appeals Commission

In our response to this RFI we have highlighted the areas we believe distinguish Deloitte in the marketplace for UI Modernization solutions:

- A solution framework that seamlessly integrates UI processes in a service oriented architecture with common administrative tools for all processes

Member of
Deloitte Touche Tohmatsu

- A collaborative delivery approach that builds self-sufficiency, improves operational effectiveness, and improves the efficiency of IT support

- A successful track record of implementing UI Solutions

- A committed world-class delivery team with extensive UI knowledge and experience

We look forward to discussing this RFI response with you and members of your evaluation team. On behalf of our colleagues at Deloitte, we thank you for this opportunity to present our capabilities and wish to express our strong interest in working with you on this important initiative.

Sincerely,

DELOITTE CONSULTING LLP

By:

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Labor and Employment Practice Leader
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2.a Deloitte's Ability to Deliver Your UC Replacement System

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A description of the respondent's ability to design and develop a UC replacement system or provide a COTS or transfer solution, the approximate time for development through implementation, conversion, support services, operations and maintenance, training and equipment needs.

Deloitte's uFACTS Solution Framework: A Proven UI Modernization Tool

Deloitte has successfully deployed multiple major UI modernization initiatives in the past ten years. Across all our implementations, we have focused on improving processes, gaining efficiency, integrating business and technology components across traditionally disparate (silo) models, and moving UI agency constituents to self-service processes. Our accomplishments have been dramatic. No other vendor has produced the kind of on-time or quantifiable results in unemployment insurance modernization services. We have built these successes for our clients through experienced and committed people, focused and repeatable set of processes, and a technology approach that is flexible, scalable, and modern.

We have taken our years of unemployment experience and brought it together to build the uFACTS Solution Framework. This solution offering has taken our leading practices across multiple UI engagements, applied a robust technology framework and allow us to successfully deploy successful UI solutions for our clients.

Creating Positive Business Change

Deloitte understands the broad complexities found in unemployment agencies. Demands from employers, employer representatives, claimants, politicians, citizen's groups, and staff pull UI agencies in directions unique among government services. To meet the expectations of these groups, there are some basic elements that Deloitte has incorporated into our solution. These include the following:

- Robust Self-Service portals

- Integrated UI Functionality across Benefits, Contributions (Tax), and Adjudication/Appeals

- Intelligent Data Collection and Data Validation

- Integrated Intelligent Workload Management and Distribution

- Flexible Rules Updating and Enforcement

We built the uFACTS Solution Framework using these key principles as our guide. Each element has produced improved business processing for our clients.

uFACTS Solution Framework Approach	Benefits and Examples
Robust Self-Service Portals	• The uFACTS Solution Framework provides a separate portal for employers, third party administrators, claimants and staff. Based on security roles, each constituent can manage a significant amount of their account activities. Demographic and most other updates are completed in real-time. • Employers can manage all wage processing, account maintenance, and payment/collections activity with no staff intervention; they can also initiate complex processes like rate protests, benefit claim protests, and mergers/acquisitions directly via self-service. • Employer representatives can manage their client accounts, submit bulk wage/tax reports and adjustments, manage filing errors, submit bulk payments, or manage individual client accounts. The process provides for both online and secure FTP processing of data. • Claimants can apply for benefits, request payments, maintain account/demographic information, address overpayment issues and appeals, and view historical activity. • Constituents can view correspondence, submit questions to staff or view historical information. • Staff views provide mirror views of their constituents, improving for training and issue resolution. Our experience has demonstrated high-adoption rates, and intuitive design, and reduced staff interventions for basic UI activity.
Integrated UI Functionality across Benefits, Contributions (Tax), and Adjudication/Appeals	• The uFACTS Solution Framework provides a single database for a fully integrated benefits and tax solution. Our solution approach removes the old "tax agent" or "benefits agent" concept and provides, through security roles, the flexibility to utilize staff across the UI business via one application. Processes completed in one area of the solution will update corresponding elements in another; for example: • Benefits Wage Adjustments will update an employer's wage records and corresponding tax liabilities. Employer updates to wages on an active claim can also update a monetary determination. • Benefit determinations, issues, appeals and protests are presented to employers directly online – allowing employers to quickly respond to benefits issues. • Benefit payments, monetary and non-monetary determinations, and appeals automatically update employer charging. • Payment processing for both benefits and tax roll together through our integrated accounting processes and reports.
Intelligent Data Collection and Data Validation	• The uFACTS Solution framework provides intelligent questionnaires for collecting information in areas such as employer registration and claim applications. As the user answers questions, uFACTS generates appropriate questions based on the previous answers. This process allows for better fact-finding, issue creation, and liability determinations. • Across the application, uFACTS provides robust data validation. Employer wage submissions are checked for accuracy and employers/agents are presented with resolution instruction. Other areas check data for consistency; this facilitates efficient self-service, reduces staff intervention in error handling, and improves data integrity.
Integrated Intelligent Workload Management and Distribution	• The uFACTS Solution Framework seamlessly integrates workflow and document management within the application. Agencies no-longer need to have multiple systems or logins; all functions are connected with the business processes. We provide the standard work queue which contains groups of work items, and a highly efficient 'push' process of work item management. The 'push' process triages work items (i.e., benefit issues) and pushes them to the appropriate knowledge worker. As a result, the most critical issues are attended to first, eliminating the staff phenomenon of 'cherry-picking' work items, and significantly improving efficiency (see Minnesota results at the end of this section). • The elements allow management to manage workload through automation or manual distribution. Queue reports and management are designed for quick management.

uFACTS Solution Framework Approach	Benefits and Examples
Flexible Rules Updating and Enforcement	• The uFACTS Solution Framework is built with the understanding that UI rules can change frequently. Our approach provides business users – not developers – the ability to quickly update business rules and system functions. Through the use of code tables and rule update screens managers can quickly respond to rule changes such as added surcharges, modified rates, or updated maximum benefit amounts.

Exhibit 2 - 1: uFACTS Solution Framework Approach aligned with Benefits and Examples

We have used these concepts to build our uFACTS Solution Framework. Through our UI modernization experience, we have met or exceeded our clients' expectations for business process change and efficiency.

Our Proven uFACTS Solution Framework and Approach

Deloitte has compiled the best of its proven application architecture components from multiple UI modernization projects and successfully delivered them as one broad solution. We are ready to deliver the same success to you.

Deloitte's uFACTS Solution Framework: Demonstrated, Quantifiable, Low Risk

To implement a quality solution with lower risk, we use the uFACTS Solution Framework. The uFACTS Solution Framework contains project artifacts, user prototypes, code generators, design documents, and leading practices to design, build, and implement a fully integrated Unemployment Insurance Tax and Benefits System. Whether clients are building a fully integrated System or a modernized component interfacing to legacy Systems, the concepts, experience, and artifacts provide tremendous value and help reduce project risk. The solution provides flexibility and efficiency, a user-friendly interface, powerful technology, a user-friendly interface and reliable service. The uFACTS Solution Framework is built around basic software application services that correspond to the key activities of a UI program, particularly UI Tax and Benefits.

The uFACTS Solution Framework addresses changing regulations by providing a broad and technically sound solution supported by our solid business foundation. The Framework demonstrates Deloitte's ability to combine technical experience with business understanding and deliver dependable technology solutions that work for you – at lower risk. The solution is built on an open architecture that defines technology standards for the organization, yet is compatible with multiple hardware systems.

The uFACTS Solution Framework is a broad UI-specific solution that offers the full functionality to address UI tax and benefits functionality needs and core common services in a modern, web-based system architecture.

The uFACTS Solution Framework uses seven system components that are tailored to meet your unique requirements.
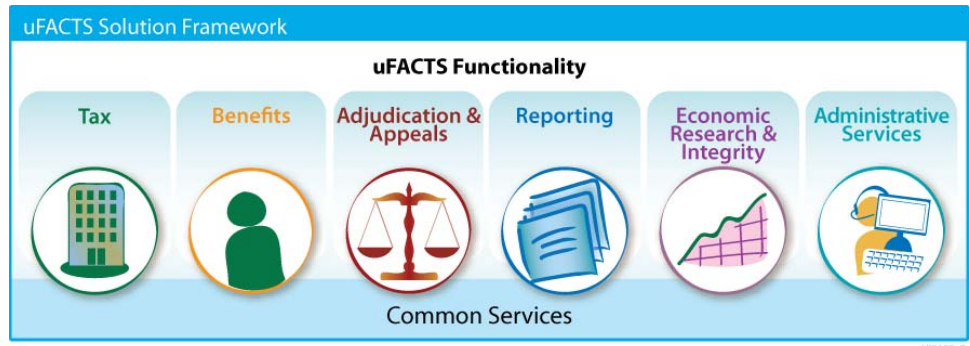
Exhibit 2 - 2: uFACTS Solution Framework Modules
Supports Seven Key Services Gathering all system components into one platform eliminates the labor-intensive process of re-entry of the same data on different platforms and databases.

Deloitte's uFACTS Solution Framework modules include:

- Tax Services: Performs both employer and third party administrator business processes for managing UI tax functions; this includes employer self-service, registration and liability determinations, wage and tax filing, benefits paid charging, and employer rating processes.

- Benefits Services: Addresses the complex UI benefits processes involved in managing new and continued claims, payments, issues, and special programs; this includes maintaining claimant information, interfaces, and issues.

- Adjudication and Appeals: Facilitates the collection, scheduling, and determination of appeals; this includes full integration between benefits and tax services (i.e., overpayments, charging, wage, and employer fact-finding).

- Reporting Services: Provides for the management of Fiscal Reports, Management and Administrative Reports, Statistical Reports, and Ad Hoc Reporting and Inquiries.

- Economic Research and Integrity: Supports Federal Reporting, Quality Assurance Reports, Integrity Issues, and the management , prevention, detection, investigation, and overpayment collection of UI benefits; this includes internal fraud detection and employer SUTA dumping components.

- Administrative Services: Handles the administrative and staff operations involved in running a UI agency; this includes managing users, security, code table and rules maintenance, accounting infrastructure and template driven correspondence.

- Common Services: Provides important functionality crossing internal and external UI functions; this include ICON, system and partner interfaces, document management, security, case management, and workflow.

The uFACTS Solution Framework focuses on integrating common business processes onto one platform, eliminating labor-intensive data re-entry, and mandating data consistency and integrity. Each uFACTS Solution Framework component is customized allowing us to focus on your unique complexities vs.

the common processes – reducing your overall project risk and improving the final product.

Overall, the uFACTS Solution Framework represents a fully Integrated Unemployment Solution that includes project artifacts, user prototypes, code generators, design documents, and leading practices to design, build, and implement a fully integrated Unemployment Insurance Tax and Benefits system. Whether states are building a fully integrated system or a modernized component interfacing to legacy systems, the concepts, experience, and project-based artifacts provide tremendous value and help reduce project risk.

We provide a summary description of each uFACTS Solution Framework in *Attachment 1 – uFACTS Functional Overview and Attachment 2 – uFACTS Technical Overview*.

Estimated Project Schedule

Deloitte's UI modernization experience suggests the timeframe for implementing our uFACTS Solution Framework Benefits solution ranges from 24 to 32 months depending on project requirements and AWI staff availability. The scope of our implementation projects typically includes requirements validation, design/detail design, development, test and deployment. These activities encompass conversion, interfaces, training, and equipment procurement.

Additionally, we typically provide warranty and support services for six (6) to twelve (12) months. These activities encompass support services, operations, and maintenance. Additional support services are available. Our projects' knowledge transfer and training approach emphasize client self-sufficiency throughout the project, thereby minimizing the need for additional long-term support.

2.b Deloitte Organization

<table>
<tr><td>**RFP Reference**</td></tr>
<tr><td>Respondent's history with similar systems, organizational structure, and contact information: Name, title, phone number and email address.</td></tr>
</table>

Introduction

Deloitte is pleased to present its UI modernization experience, organization structure, and contact information. Our experience includes a proven track record of success with UI modernization projects. We attribute our success to our focus, commitment, and investment in the public sector, state and local government, and, specifically, unemployment insurance (UI). Our track record also includes success in the State of Florida as documented in Section D, Other Information.

Deloitte's Vision

To be the standard of excellence

Our Values

- Integrity
- Outstanding value to markets and clients
- Commitment to each other
- Strength from diversity

Deloitte's Vision Helps Us Satisfy Our Clients

Achieving our vision will require the highest levels of passion, performance, and professionalism. The higher we set our sights and standards, the better we serve our clients.

- **We treat each client's business as our own,** understanding that our clients' success is our success; our goal is to meet your needs. As a result, Deloitte has accomplished a very high client retention and satisfaction rating.

- **Our unique ability to empower our clients to lead sets us apart.** By aligning their processes with their systems, we help our clients access the right information, share knowledge, and give people the tools they need.

- **You get the best team available for your project.** We have some of the finest professionals in business consulting and systems integration. Our goal is not only to keep them, but to keep them constantly challenged. As a dynamic and growing business, we create a vibrant environment for our people, giving them the opportunity to learn, achieve, and advance.

Our Industry Focus Helps Us Understand Your Challenges

One of the measures of a government's success is the value it creates for the citizens, communities, and businesses that rely on its services. To do this, agencies must provide more services, through more delivery channels, to a broader citizen base. Deloitte understands the unique challenges public sector organizations face. We work with numerous public entities and are dedicated to serving our clients as they meet the challenges of the years ahead in this distinctive environment.

Deloitte's U.S. Public Sector Practice is composed of 255 principals and directors and more than 5,500 practitioners dedicated exclusively to government programs and initiatives. The result of this dedication is a group of professionals who can apply best practices in strategy, scenario planning, operations improvement, systems integration, and human capital specifically to government agencies-- generating consistent results.

You can depend on our experience. Our Public Sector Practice has worked with all levels of government worldwide. Our successful project history reaches nearly all of the 50 states in the U.S. and many of the major cities, counties, school districts, and universities in North America.

Our tradition of success is driven by our commitment to a teaming relationship with our clients, our strong project management capability, and our demonstrated knowledge of the programs driving government policy. Deloitte works in step with our clients, emphasizing knowledge transfer and development of permanent internal technical and change leadership capabilities.

Deloitte's understanding of the issues facing government agencies is reflected by the amount of productive change we have been able to achieve with our clients and in the positive project feedback we have received from both current and past projects.

When you work with us, we bring a deep understanding of government programs and operations coupled with our practical approach to get things done on time, within budget, and right—the first time.

You can overcome the significant challenges public sector organizations face, including increasing demand to provide enhanced avenues to interact with customers, technology solutions in need of modernization, retirement of an aging workforce, and increasing instances of fraud and abuse of government services with Deloitte's Public Sector Practice focus on helping our clients. We provide public sector agencies with solutions that not only address today's challenges but also prepare agencies for future changes and demands. The largest group within the Deloitte Public Sector practice is Health and Human Services (HHS) which includes our national UI practice.

A Commitment to Unemployment Insurance Streamlines Your Implementation

The most important factor to consider when selecting a partner for your agency is to select the people who have the experience to implement a UI modernization solution in your agency. Our national Labor and Employment practice within Deloitte provides seasoned professionals who have success implementing UI modernization projects.

You are positioned to succeed with our combination of deep industry-based experience. Our national UI team is composed of professional staff with specific UI business, technical, and project management experience. Our people have been with us from day one and know your business. We integrate the experience and best practices gained from successful UI modernization engagements into our uFACTS Solution Framework and Playbook methodology. These tools aid your success from the start. Our UI modernization experience in Minnesota, Massachusetts, New Hampshire, Ohio, Florida, Montana, Utah, and Kentucky prepare and qualify our team to be your UI modernization service provider.

To-date, Deloitte has invested significant resources into the uFACTS Solution Framework. In 2008 alone, Deloitte invested approximately $1,000,000 to enhance the uFACTS Solution Framework in the following areas:

- **Incorporate Latest Best Practices.** The Agency for Workforce Integration (AWI) gets a market leader with Deloitte as we continue to incorporate lessons learned back into our uFACTS Knowledge Repository and associated solution framework. To this end, we continue to improve the uFACTS Solution Framework by incorporating intelligent workflow routing for issues, automated adjudication and determination generation, enhanced payment processing, and comprehensive Appeal & Hearing processes. We successfully completed these enhancements in 2008.

- **Expand Key Functional Areas.** Improvements to certain functional areas, including Business Intelligence and Reporting and Fraud Detection and Prevention, mean that uFACTS continues to keep pace with the evolving UI marketplace.

- **Enhance uFACTS Technical Framework.** We evaluate and integrate client-specific modifications to our uFACTS technical framework, when appropriate, so that they may be re-used on future projects.

  We recently enhanced the uFACTS J2EE version of the Technical Framework based on Seam and JSF standards.

We get results for our clients.

Deloitte is the only vendor in the state marketplace that has implemented six successful UI modernization efforts in the last seven years.

Our UI Modernization Track Record Brings Successful Experience to Florida

The knowledge gained from our successful engagements in Massachusetts, New Hampshire, Minnesota, Florida, Ohio, Montana, Kentucky, and Utah will contribute to your success. Deloitte is the only vendor to have successfully implemented six comprehensive UI modernization efforts in production within the last seven years.

Deloitte has helped a number of states modernize their UI systems. We have implemented all projects referenced in this section within the last six years or they are current engagements. These efforts have encompassed UI Benefits as well as UI Tax Services modernization, addressing core processing capabilities as well as using the power of the Internet to enable self-service functionality for employers, claimants, and employer agents. Our experience with UI agencies includes providing strategic planning and business process reengineering, and deploying enabling technologies such as workflow, document management, and business rules engines. We have proven our ability to meet our client's objectives in these projects.

uFACTS Solution Framework

Project Name	Start	Finish	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
MA QUEST UI Benefits and Tax Modernization	03/07	12/10														
NH UIM UI Benefits Modernization	11/06	08/09														
MN UI TIP UI Benefits and Tax Modernization	06/03	10/07														
FL SUNTAX UI Benefits and Tax Modernization	00/01	03/08														
OH UI Benefits Modernization	00/00	08/04														
MT MISTICS UI Benefits Modernization	11/98	03/02														
KY KEWES UI Benefits and Tax Modernization	09/99	03/04														
UT CUBS Reengineering and Requirements	11/01	03/02														

UI0002v4

Exhibit 2 - 3: Successful projects timeline
Our Track Record of Success will benefit NWDWS. We have assisted several states with UI modernization successes during the last six years. These projects addressed all stages of the system development lifecycle, from strategy and planning to system implementation and operations.

Our History Documents Where We Have Delivered UI Modernization Results

We have been providing the services described in this RFI to UI agencies for over a decade.

Committed to Client Success

"The uFACTS solution was very helpful for us in Minnesota as a baseline for design. It helped jump-start the design process by giving my staff something visual to work with and modify rather than starting with a blank page. This allowed us to accelerate the design process, saving both schedule time and staff time."

Deneen Andrades
Former Minnesota UI Project Director

To the best of our knowledge, our team is the only service provider to successfully implement both a modern UI tax system and benefits system in the past seven years. Therefore, we based our insights on today's UI business needs and technology standards. We can bring the experience necessary to not only design and develop a system but how to integrate it effectively within your environment.

With Deloitte, AWI gets a team whose efforts have positioned it as one of the most trusted advisors to UI agencies across the country. We have assisted a number of states in modernizing their UI systems. We have implemented all projects referenced in this section either within the last seven years or they are current engagements. These efforts have encompassed UI Benefits and Tax Services modernization, addressing core processing capabilities as well as using the power of the Internet to enable self-service functionality for employers, claimants, and employer agents. We originally established an Unemployment Insurance Solutions Center in Minneapolis to develop the uFACTS Solution Framework for UI modernization services. Our experience with UI agencies also includes providing strategic planning and business process reengineering, and deploying enabling technologies such as workflow, document management, and business rules engines.

Our recent qualifications include implementing modern technology architectures, such as workflow, document management and imaging, business rules engines, application servers, and call center and IVR technology. Many other vendors offer experience based on obsolete best practices and technology while we demonstrate how we apply new technology for UI Modernization initiatives — resulting in systems that are self-service oriented and that clients can maintain ongoing without us.

With Deloitte, your agency gets a partner with a proven UI Solution Framework that will help us build a customized solution that works for you based on our experience implementing Benefits, Tax and other related UI programs in other states. As a result, we offer the qualifications you can rely on.

Our UI Modernization Customer Base

Deloitte has helped peer UI agencies achieve similar project objectives. The following table includes your requested information (dates of the period of service, and the current status of the engagement). The table includes a list of UI modernization customers. We provide a description of the service provided to our UI Tax System customer following the table.

uFACTS Project Name / Dates of Service / Status	Project Types: UI Modernization Tax (T) / Benefits (B) / Integrated (I)	AWI Project Objectives: Automating manual, paper-based processes to increase workflow efficiencies and reduce operational costs	Providing direct claimant interface through a fully integrated web-enabled interface, scalable Interactive Voice Response (IVR) interface, and adaptable for future client touch-points	Reduced data entry through Facilitating improved communication within AWI as well as between AWI, its consumers and employers increased electronic filing	Providing AWI staff with timely access to information necessary for performance measurement and quality management	Providing better access to data through searching and reporting capability	Accomplishing the business objectives outlined in state statute	Integrated, adaptable, and scalable web-enabled information system
Massachusetts Division of Unemployment Assistance, Quality Unemployment System Transformation (QUEST) – UI Tax and Benefits	✓	✓	✓	✓	✓	✓	✓	✓
New Hampshire Department of Employment Security, Unemployment Insurance Modernization (UIM) – UI Benefits	✓	✓	✓	✓	✓	✓	✓	✓
Minnesota Department of Employment and Economic Development, Unemployment Insurance Technology Initiatives Project (UI TIP) – UI Tax and Benefits	✓	✓	✓	✓	✓	✓	✓	✓
Florida Department of Revenue, SUNTAX - SAP Integrated Tax System	✓	✓	✓	✓	✓	✓	✓	✓

Massachusetts Division of Unemployment Assistance, Quality Unemployment System Transformation (QUEST) – UI Tax and Benefits

Dates of service: March, 2007 – July, 2011

Status – On-schedule, On-budget, UI Tax System implementation scheduled for December, 2009

New Hampshire Department of Employment Security, Unemployment Insurance Modernization (UIM) – UI Benefits

Dates of service: November, 2006 - August, 2009

Status – Solution implemented in August, 2009. Currently in Warranty Support phase

Minnesota Department of Employment and Economic Development, Unemployment Insurance Technology Initiatives Project (UI TIP) – UI Tax and Benefits

Dates of service: June, 2003 – October, 2007

Status – UI Applicant Self-Service implemented December, 2004; UI Tax implemented June, 2005; UI Integrated Benefits implemented October, 2007. Current Status: Project Successfully Completed

Florida Department of Revenue, SUNTAX - SAP Integrated Tax System

Dates of service: January, 2001 – March, 2008

Status – UI Tax System implemented March 2008 Current Status: Project Successfully Completed

Project Name / Dates of Service / Status	Project Types — UI Modernization Tax (T) / Benefits (B) / Integrated (I)	Automating manual, paper-based processes to increase workflow efficiencies and reduce operational costs	Providing direct claimant interface through a fully integrated web-enabled interface, scalable Interactive Voice Response (IVR) interface, and adaptable for future client touch-points	Reduced data entry through Facilitating improved communication within AWI as well as between AWI, its consumers and employers increased electronic filing	Providing AWI staff with timely access to information necessary for performance measurement and quality management	Providing better access to data through searching and reporting capability	Accomplishing the business objectives outlined in state statute	Integrated, adaptable, and scalable web-enabled information system
Ohio Department of Job and Family Services **Dates of service**: January, 2000 – August, 2004 **Status** – UI Benefits implemented August , 2004. Current Status: Project Successfully Completed	✓	✓	✓	✓	✓	✓	✓	✓
Montana Department of Labor and Industry, Montana Integrated System To Improve Customer Service (MISTICS) **Dates of service**: November, 1998 – March, 2002 **Status** – UI Benefits implemented April, 2001. Current Status: Project Successfully Completed	✓	✓	✓	✓	✓	✓	✓	✓
Kentucky Department for Employment Services, Kentucky's Electronic Workplace for Employment Services (KEWES) **Dates of service**: September, 1999 – March, 2004 **Status –**Tax-Employer Internet Reporting – November, 2000; Tax-Account Registration – April, 2002; Tax-Quarterly Report Auditing - July, 2002; Tax-Collections - June, 2003. Current Status: Project Successfully Completed	✓	✓		✓		✓	✓	✓
Utah Department of Workforce Services, Comprehensive Unemployment System (CUBS) **Dates of service**: November, 2001 – March, 2004 **Status** – Project Successfully Completed	✓	✓	✓			✓		

Exhibit 2 - 4: Our Qualifications Meet your Requirements.
We get results for our clients. Deloitte is only vendor in the marketplace that has implemented six successful UI modernization efforts in production in the last seven years.

Unemployment Insurance Customers — a Brief Description of UI Modernization Services Provided

Massachusetts QUEST

In the Commonwealth of Massachusetts, we are modernizing both UI Tax and Benefits processes. We have successfully completed the requirements definition, business process reengineering and the system design of the UI Tax business processes.

- The uFACTS Solution Framework allowed us to expedite requirements validation, and both functional and technical modeling. The standard requirements validation period for either Benefits or Tax Services Modernizations, independently, is generally six-to-nine months. We completed both components in four months. In six months, we had a validated requirements list and a completed business process re-design/high-level functional model. The framework and our experience allowed the team to focus on unique project issues, project risk mitigation, and detail design planning.

- We have successfully completed the design for 78 UI Tax use cases and we completed modifying our uFACTS Solution Framework to deliver the design based on the requirements for the Commonwealth of Massachusetts Division of Unemployment Assistance.

- We are currently performing acceptance testing and training in order to prepare for a December 7, 2009 implementation.

- The project is on time and on budget. We will be deploying the business functionality on a Microsoft .NET technology platform using Service Oriented Architecture (SOA) principles.

New Hampshire Unemployment Insurance Modernization (UIM)

In New Hampshire, we modernized the states UI Benefits processes based on the successes we accomplished in the State of Ohio. We are scheduled to implement a modernized UI Benefits system in August 2009. After implementation, the state of New Hampshire will be able to:

- File initial and continued claims online through the claimant self-service portal

- Gather fact-finding related to initial claim filing through the claimant self-service portal – improving the data collection process will ultimately improve the adjudication of claims

- Utilize automated workflow and document management to improve the efficiency of the adjudication and appeals processes

- Automatically generate accounting, financial management and ETA reports

Minnesota UI TIP Project

In Minnesota, our efforts resulted in an on-time, on-budget, stable, and highly reliable implementation of a UI Tax and Benefits modernization within four years.

Key outcomes implemented in Minnesota include:

- Online processing of all new employer registrations

- Elimination of need for a paper tax report

- Streamlining of the tax calculation process

- Submission of bulk wage reports by third-party payroll administrators online or via data file transfer

- Processing online of employer and third-party administrator payments through paper checks or via bank automated clearinghouse (ACH) services

- An Interactive Voice Response (IVR) process for wage detail reporting, the first known use of this technology to enable wage detail filing

- Automated calculation of UI program annual tax rates and distribution of those rates to employers

- An enhanced benefit application system that increases the amount of information collected online from the applicant and allows applicants to apply for special UI benefits

- A new adjudication system that identifies account issues in real time and uses electronic workflow to push fact-finding to applicants and employers and adjudication decisions to agency staff

- Automatic updating of claimant accounts, triggered by wage updates, issue adjudication, appeal decisions, etc.

- Creation of a truly electronic case file and supporting document management (accomplished through integration with FileNet)

- An appeals system that automatically schedules applicants into an appeals calendar, matching appeals judges to their caseload

- An online payment system that distributes benefits weekly to applicants via their electronic benefit cards

- Self-service capabilities that allow applicants to maintain their account online or via the IVR, allowing DEED staff to focus on more complex business problems

These features helped the State of Minnesota to improve the efficiency and effectiveness of their UI Tax and Benefits business processes, and reduce overall staffing levels. This was achieved by implementing self-service delivery

channels through the Internet for all employers, third-party administrators, and claimants within Minnesota. Minnesota now processes all UI Tax and Benefits transactions through online self-service delivery channels.

Florida SUNTAX Project

In the State of Florida, we implemented the largest UI Tax modernization in the country. The Florida SUNTAX project successfully implemented 36 tax types, including UI, across the State of Florida into an integrated Tax system. The newly integrated system includes the following UI Tax processes: employer registration, employer wage and tax filing, experience rating, and collections and interfaces to the UI Benefits system. We implemented the system successfully in March 2008.

Ohio OJI – UI Benefits Modernization

In the State of Ohio, we successfully implemented a modernized UI Benefits system. We successfully implemented the ODJFS system in August 2004. In the project, Deloitte converted data from 14 disparate systems into one integrated unemployment benefits application. In addition to improved access channels, improved efficiencies in program and systems performance and improved accuracy in accounting – the State of Ohio offered improved functionality in all major benefit programs and all claim types. In one integrated system the State of Ohio could now process all claim types (UI, UCX, UCFE, CWC, DUA, TRA, TAA, State EB, TEUC/initial, additional, reopened and weekly claims) through the claimant self-service portal. After implementation, the state of Ohio received the following benefits:

- Achieved record accuracy of 1099 tax form reconciliation

- Improved payment timeliness

- Increased rate of adjudicating weekly eligibility issues

- Redeployed staff to tasks that require knowledge and experience, allowing staff to focus on more value-added tasks

- Reduced call center load due to improved self-service capabilities

- Reduced processing center workload due to more information being collected up-front

- Extended hours of service due to the implementation of self-service capabilities

- Reduced amount of lost/late checks due to the implementation of electronic fund transfer (EFT)

- Processed child support payments more quickly due to improved payment processing capabilities and the implementation of electronic fund transfer (EFT)

In Montana, Deloitte's team combined multiple legacy systems into one integrated system, using a standard architecture – replace 22 legacy systems.

Montana MISTICS

In the State of Montana, our development effort contributed to the State's receiving the 2001 Compass Award from the National Association of State Workforce Agencies. The system has been in production and successfully issuing benefit payments April 2001. Upon successful completion of our engagement, the DLI realized the following advantages:

- Combined multiple legacy systems into one integrated system, using a standard architecture – replaced 22 legacy systems

- Provided a single integrated system to process UI, EB, TRA, and DUA claim types

- Improved employer and claimant services through immediate access to any and all claimant correspondence in the imaging system

- Implemented table-based rules supporting easy updates due to changes in legislation, reducing the need for extensive reprogramming

- Provided improved data access and system functionality growth and expansion due to the scalable, modular design

- Improved first payment timeliness

Kentucky KEWES Project

In Kentucky, we provided a modernized system for call-center staff, employers, and claimants. Collectively, these efforts involved reengineering both Benefits and Tax Services and integrating comprehensive FileNet workflow and imaging functionality throughout the agency. Through the use of the latest Internet and telephony technologies to provide constituent service, KEWES makes Kentucky's Department of Employment Security (DES) one of the most technologically advanced UI agencies in the United States. Upon completion of this engagement, the DES realized the following measurable results:

- After implementation, 90 percent of claims were filed electronically. The highest claim load (month of December) was processed with reduced staff and no hiring of seasonal help.

- The system has enabled the department to audit roughly three times as many employer reports with one fourth of the staff.

- The system has enabled the department to process approximately twice as many new employer account registration requests with roughly 50 percent of the staff.

- On average, the system has enabled collections specialists to complete approximately seven times as many collections actions as before the KEWES implementation. Also, the KEWES collection process eliminates the bank of file cabinets used to store paper accounts receivable files. These files are now created within the KEWES image process.

Utah CUBS Project

In addition, BearingPoint/Deloitte was contracted by Utah to perform reengineering and requirements definition for the CUBS project. Utah subsequently implemented the CUBS application based on the requirements and design developed by Deloitte (formerly BearingPoint).

Over 10 Years of Delivering UI Modernization Results

The following table summarizes our past results in meeting objectives similar to yours.

Your Goals and Objectives	Possible Florida Results Already Realized by Our Clients
Improved service to claimants/employers through Internet-based self service	We designed our uFACTS Solution Framework based on a self-service model, allowing UI customers — employers, third-party agents and claimants — to manage a full range of transactions through multiple self-service channels (web, IVR), usually without staff intervention. The self-service processes include integrated transactions that are reflected across system functions promoting business process efficiency.
	Our goal is to provide an employer self-service portal capable of allowing employers to perform all of their business with the UI Program online — with little or no interaction with UI staff. By offering broad functionality, we allow employers to perform their UI business on their time — not according to UI program office hours.
	Key enabling technologies such as workflow allow us to push work to employers when they need to perform certain tasks. The system notifies employers by email or regular mail when they need to complete tasks, and captures and stores their responses whether they are returned electronically or in paper form.
	We offer these services through multiple channels. In Minnesota, we developed an Interactive Voice Response (IVR) process for wage detail reporting, the first known use of this technology to enable wage detail filing.
Streamlined business processes through automation of manual functions	Our clients have realized tremendous efficiency gains using the self-service capabilities of the uFACTS Solution framework. For example, in Minnesota staffing levels required to service employer accounts have dropped 70% from more than 90 FTE to 25 FTE due to the implementation of a services-based business model. Self-service functions were key to driving these efficiencies, including:
	• Eliminated registration backlog with online processing of all new employer registrations.
	• Eliminated the need for a paper tax report. The System collects and calculates wage data, 12th of month, and taxes due in one online process.
	• Streamlined the tax calculation process. The system calculates taxes due in real time and batch, eliminating an employer's need to calculate their taxable amounts.
	• Eliminated magnetic tape transfer and paper reports with submission of bulk wage reports by third-party payroll administrators online or via data file transfer.
	• The system processes online employer and third-party administrator payments through paper checks or via bank automated clearinghouse (ACH) services.
	Using the workflow-based case management capabilities of the uFACTS Solution Framework, our clients have greatly improved the efficiency of their business processes. This workflow-based approach allowed Minnesota to double its issue adjudication capabilities without additional staff, reducing the average time to adjudicate an issue from approximately 20 minutes to 3-5 minutes.
	The uFACTS Solution Framework Case Management component controls the flow of work throughout organizations by streamlining, automating, and optimizing business processes. The Case Management component shortens process lifecycles and automatically manages process exceptions so users can react promptly to internal events or customer demands. While powerful, it is also easy to use, administer, and deploy. Users can capture demonstrated practices and business logic and reuse the information, shortening implementation time and improving overall customer service.
	The uFACTS Solution framework's Case Management component also monitors and tracks business processes so analysts and managers can see how their operations are performing and gain valuable insight into work metrics. Case Management reports let frontline managers see how many claims they must process at any given time, where each claim is in the process, and which claims are being held up.

Your Goals and Objectives	Possible Florida Results Already Realized by Our Clients
Reduced data entry through increased electronic filing	By providing comprehensive, workflow-enabled functionality to the employer and third-party agent community, we allow them to become part of your business process. They enter their data, taking responsibility for its accuracy and completeness, eliminating the cost and effort of rekeying their data, and reducing errors and duplicate data.
	We help your customers improve the accuracy of their data. The uFACTS Solution Framework provides functionality to validate data input. Data validations occur on the server side, and the system displays error messages upfront so that the user can modify the incorrect data. In addition to server side data validation, we can provide JavaScript-based client side validation for simple data input validation. We will perform complex business rule validations strictly on the server side. Deloitte will use these uFACTS capabilities to develop a solution that includes data validation routines.
	Our electronic filing capabilities go even further, eliminating effort for your customers. By calculating taxes due in the system — taking into consideration tax wage bases, any offsets for penalties, interest and other forms of accounts receivable — we eliminate the need for employers to separately account for what they owe. Employers simply submit their wages, allowing the system to calculate their payment due.
Redesigned problematic functions in current system	Tax agencies face common struggles as they administer their programs. Certain processes and functions have traditionally required intensive staff effort, offline calculations and separate storage and manipulation of data.
	We've designed the uFACTS Solution Framework to address these challenges, replacing staff effort with automated functionality.
	For example, we have successfully developed merger and acquisition functionality in our integrated UI Tax and Benefits solutions in both Minnesota and Massachusetts.
	Processing sales, mergers, and acquisitions is extremely complex. Each business change ties multiple process areas and functions. For example, a partial merger between two businesses that closed three quarters ago — within a different reporting/rate year can create tremendous work for staff. FL AWI staff must consider re-calculating taxes due, wage base carry-over considerations for shared employees, charge implications based on the merger, payments made, FUTA Certification credits, and a multitude of other functions.
	The uFACTS Solution Framework provides a demonstrated solution approach for analyzing these complexities and implementing them based on AWI's specific needs. Our solution provides for experience transfers, tax and rate recalculations, staff approval workflows, and other critical issues associated with this subcomponent. Additionally, we provide staff functionality to reverse successions — if completed in error.
Migration to a common business and technical architecture for UI systems	Deloitte's uFACTS Solution Framework features a common, SOA and standards-based architecture that handles all functional service requests.
	The uFACTS Solution Framework provides UI business functionality and development capabilities through a technical framework based on open standards such as J2EE, Java Server Faces (JSF), XML Schema, and XSLT, as well as widely-accepted open source tools such as Seam, Hibernate, and Apache Commons Logging. We also use integrated, loosely coupled third-party software products such as Microsoft Active Directory and IBM FileNet, widely used within the industry. We make the uFACTS Solution Framework components available to our clients as part of our services offering.
	Technical staff with commonly available skill sets can maintain the UI solutions we build for our clients, and our clients have been successful in maintaining systems built on this technical framework. A variety of vendors offer training to provide the general skill sets needed to maintain a uFACTS-based system implementation.
Retirement of the current system that is antiquated and difficult to maintain	Deloitte has designed its uFACTS Solution Framework to be standards-based and deployable on a variety of modern software and hardware architectures. In addition, our system design recognizes that the UI Program is not static; program administrators face constant demands to modify UI Program policy and process, driven by changes at both the Federal and State level.
	The uFACTS Solution Framework allows staff to respond more quickly to dynamic legislative changes while consuming minimal financial and human resources. uFACTS addresses predictable areas of change such as rate calculation formulas, benefit calculation formulas, interest/penalty rates, and others. As such, uFACTS provides functionality for authorized business users to implement those changes without programming, budget requests, or excessive waiting.
	Most recently, the State of Minnesota used uFACTS ability to more quickly respond to changes in legislation. Minnesota responded to the most recent federal benefits extension in record time. Now, Claimants are prompted automatically to apply online for extensions once their regular UI claims end, replacing time-consuming, staff-intensive paper-based application processes. Minnesota processed over 7,000 extension requests the first day extensions were made available. Only 6% of these extension requests required staff intervention.

Your Goals and Objectives	Possible Florida Results Already Realized by Our Clients
Migration from a mainframe infrastructure that is very expensive to maintain	Our incremental approach to UI System Modernization allows UI programs to complete an evolutionary transition to new, server-based technologies that are more flexible, responsive to changes in policy and process, and capable of being supported by the skill sets widely available in the technology job market of today and tomorrow.
	Migration to a uFACTS-enabled UI system can allow UI agencies to better control their IT investments, taking advantage of the multiple standards-based hardware and software products available in the marketplace.
	We have a record of exceeding our customer's goals for mainframe to server migration. Minnesota set a goal to eliminate 90% of mainframe-hosted processes. We helped eliminate all of them, migrating UI processes to our agency-hosted J2EE server environment.

Exhibit 2 - 5: Align our past success with your objectives.
We invite you to evaluate our past results and successful performance to see how we can help you get the system you need.

AWI can depend on our well-tested uFACTS Solution Framework, our flexible and collaborative approach to delivery, our overall UI modernization experience, and our results-orientation to deliver the system you expect and to provide you with a high return on investment (ROI).

One of our key differentiators is our emphasis on working to achieve or exceed the business objectives of our clients. Our solution and the depth of our UI modernization experience uniquely qualify us to deliver Florida's UI modernization solution. We welcome the opportunity to discuss further how we can modernize your systems and processes and deliver excellent results for you.

Deloitte's Organization Structure

In 1995, a century after its founding, the partners of Deloitte & Touche voted to create Deloitte Consulting to better serve our multinational clients. While the specifics of the world of business have changed in the past 100 years, the overall commitments and goals of the organization remain the same since its origin. As one of our original partners noted more than 100 years ago, our "study and interest is the soundness of the world of affairs." Our goal continues to be to "simplify work so that it can be done more rapidly and more effectively."

Deloitte Consulting is a global professional services firm that provides a wide degree of services to more than 1,000 clients. The scope of our services range from small planning and strategy engagements to large systems integration projects for both state agencies and the Federal government. The depth of our organization and our ability to recruit and retain talented individuals allows us to pursue and deliver high quality results. We have more than 40 years of specialized experience helping public and private sector clients all over the world with their operations and systems by managing and delivering large-scale system projects of similar size and scope, on time, within budget, and right the first time.

One of Deloitte's main differentiators is our ability to implement large-scale projects through modules and phases in order to maximize the benefits of the system and allow changes to the systems to be implemented in an accelerated and cost-efficient manner. Our experience in the Public Sector also reflects our understanding of the unique management issues in the public environment, coupled with an overriding understanding of the issues specific to government programs.

Our tradition of success in the Public Sector is driven by our commitment to partnering with our government clients, demonstrated project management capabilities, and demonstrated abilities at change leadership. We work closely with our client counterparts throughout projects - emphasizing knowledge transfer and development of ongoing change leadership capabilities.

Deloitte Consulting operates under the global umbrella of Deloitte Touche Tohmatsu (DTT). Within the U.S., services are provided by the four subsidiaries of Deloitte LLP: Deloitte Consulting LLP, Deloitte & Touche LLP, Deloitte Tax LLP and Deloitte Financial Advisory Services LLP.
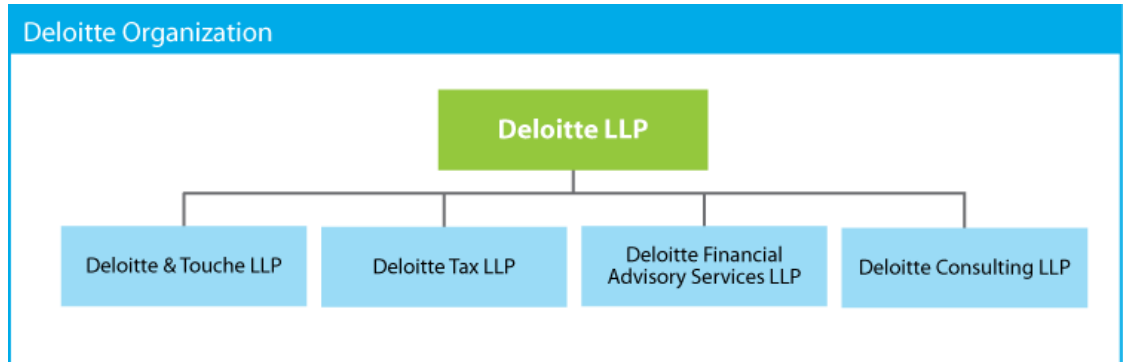
Exhibit 2 - 6 depicts an overview of our organization.

Exhibit 2 - 6: Deloitte Organization
Deloitte LLP's four subsidiaries offer comprehensive services to organizations worldwide.

The following diagram documents the size of Deloitte's business units.
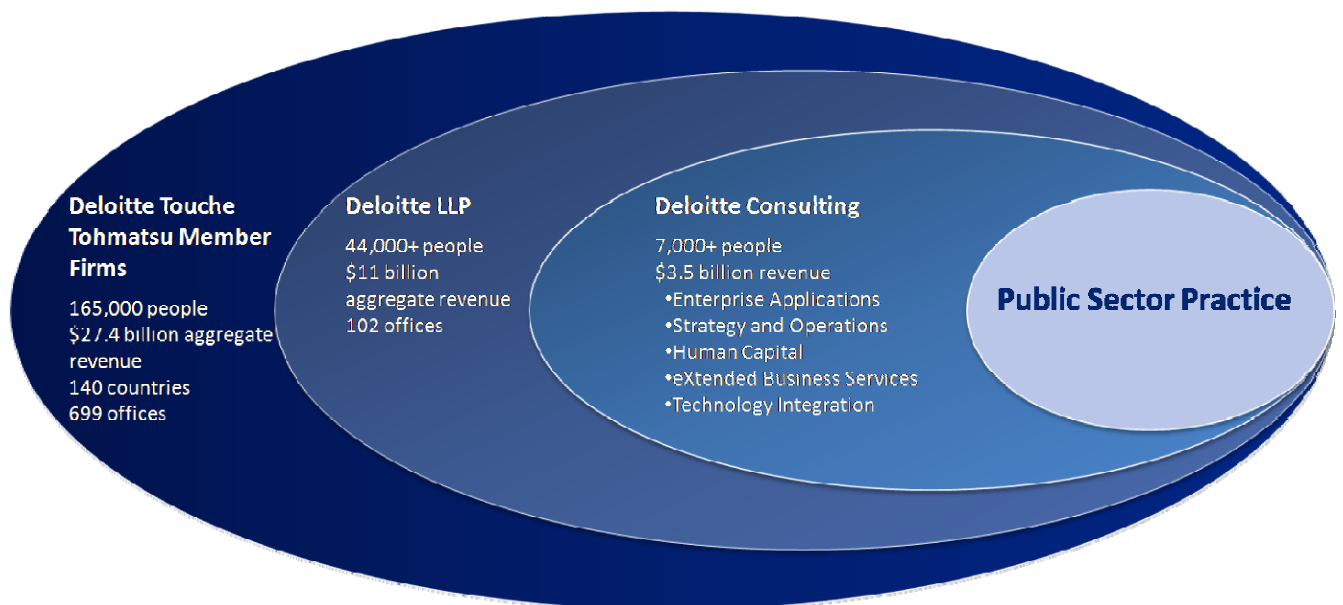

Exhibit 2 - 7: Organizational Structure
Deloitte's Public Sector Practice continues to grow due to its impeccable history of successful projects.

"Deloitte Consulting boasts myriad strengths in its Public Sector practice. The firm recruits top industry veterans as advisors and directors, leveraging their deep industry expertise."

Kennedy
Public Sector Consulting Marketplace 2009-2012; © BNA Subsidiaries, LLC;

Deloitte Consulting has approximately 8,500 professionals in the U.S. Our Public Sector Practice is composed of 255 principals and directors and more than 5,500 practitioners dedicated exclusively to government programs and initiatives.

Our National Unemployment Insurance Practice, part of our Labor and Employment Practice, includes 250 professionals with specific UI and workforce industry experience and a track record of success in 21 states.

Deloitte's Acquisition of BearingPoint's Public Sector Practice Results in Unmatched Capabilities in the Labor and Employment Industry
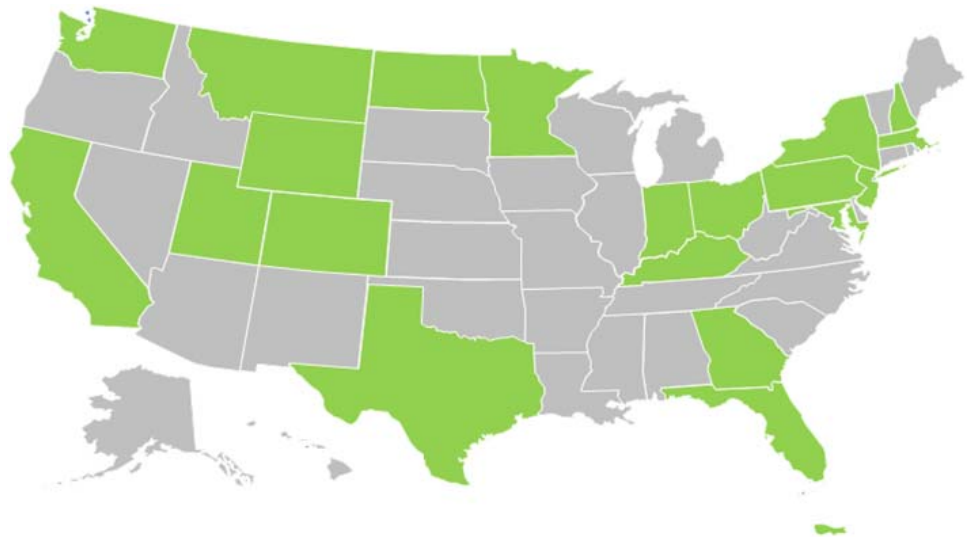

Exhibit 2 - 8: Unmatched Capabilities
With our history of implementing Labor and Employment (L&E) solutions, you get breadth of experiences and depth of knowledge about L&E programs.

The table below lists the states Deloitte/BearingPoint has assisted with the following service offerings:
 UIB – Unemployment Insurance: Benefits
 UIT – Unemployment Insurance: Tax
 WC – Workers' Compensation
 WF – Workforce Development

State	Offering	State	Offering	State	Offering
CA	WC, UIB Strategy	**MD**	UIT	**OH**	UIB
CO	UIB	**MN**	UIB, UIT	**PA**	UIB, WF
FL	UIT	**MT**	UIB	**PR**	WF
GA	WF, UIB	**ND**	UIB, Strategy	**TX**	WF
IN	WF, UIB	**NH**	UIB	**UT**	UIB, Strategy
KY	UIB, UIT	**NJ**	UIT	**WA**	UIB
MA	WF, UIB, UIT	**NY**	UIB	**WY**	WF

Public Sector Practice Leaders

In the following exhibit, we include leaders in our Public Sector Practice who are relevant to the delivery of our UI Modernization services:
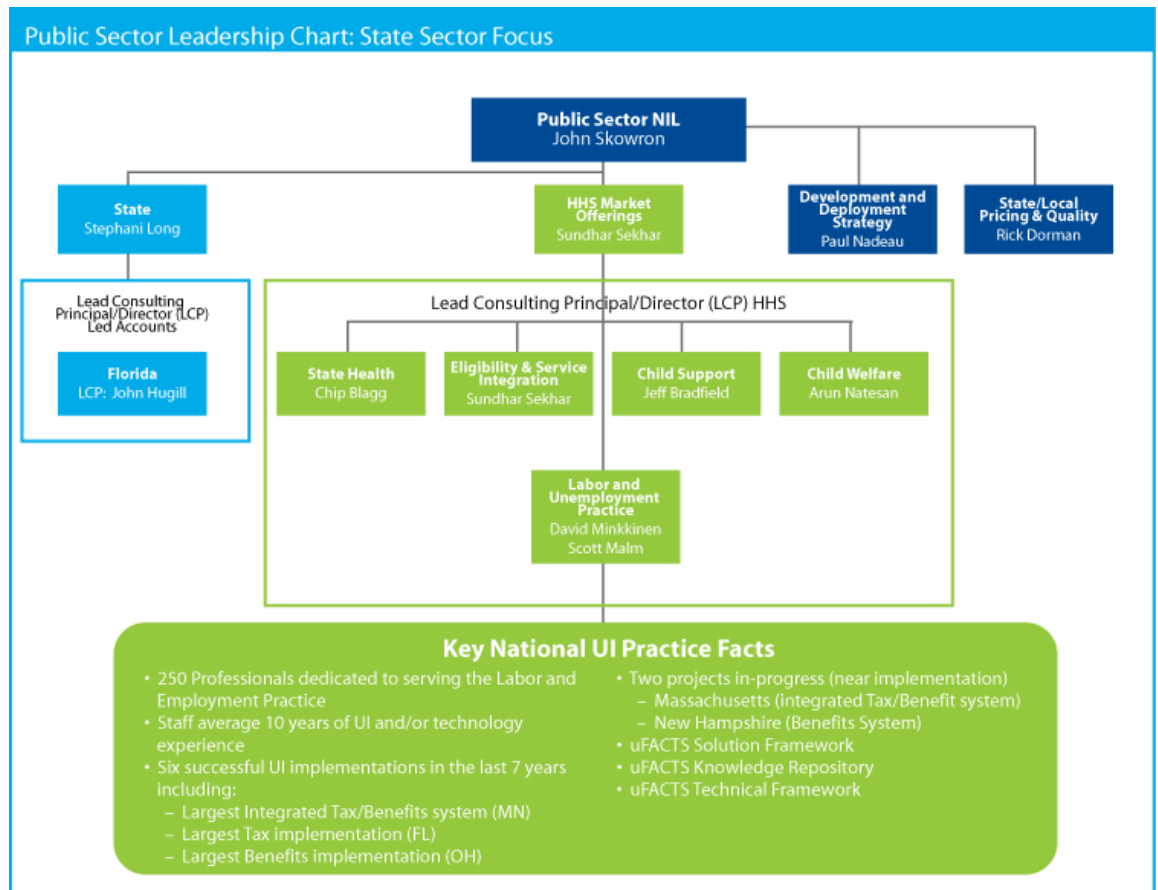
Exhibit 2 - 9: Leaders in Our Public Sector Practice
AWI gets the collective experience of our unmatched UI professionals.

Contact Information

David Minkkinen is Deloitte's Labor and Employment Practice leader. His contact information is provided below:

David Minkkinen
Labor and Employment Practice Leader
Principal | State Government
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Mobile: +1 612 759-7738

Additional details regarding Deloitte's UI modernization project qualifications and organization structure are available upon request.

2.c Additional Technologies

Introduction

The uFACTS Solution Framework provides AWI an adaptable solution, designed to accommodate key enabling technologies. By integrating off-the-shelf industry leading components with the uFACTS Solution Framework, we save the time and cost it takes to develop your new system from scratch. In addition, we use proven uFACTS Solution Framework components whenever possible to meet your requirements, minimizing the inherent risk that comes with a completely custom solution.

Ultimately, component-based application architecture is the best way to provide a highly functional system for users that is easier to develop, maintain and adapt to your specific requirements..

By dividing the building blocks of the application into modules or subcomponents, you benefit from a loosely coupled application that allows you to maintain or make changes to one area of the application without impacting another.

Repeatable Architecture Components Can Expedite Development and Reduce Risk	
Features	**Benefits**
Pre-Existing Code	Leverages existing code that simply needs to be tailored to meet unique business requirements
Already Configured Components	Eliminates the need to reconfigure components when it has been done before in other UI modernization efforts
Single Application Interface	Provides a fully integrated, consistent front-end across all user groups
Reduced Maintenance	Allows you to retrain existing personnel to maintain and enhance the application—no need to hire highly skilled systems programmers; uFACTS software vendors are committed to maintaining their own products
Replaceable Components	No need to change the entire application when only individual components require modification—it is business as usual for most users most of the time

Exhibit 2 - 10: Repeatable Architecture Components Features and Benefits.
The uFACTS Technical Framework provides the technical foundation for building an effective and scalable UI solution.

By assembling the uFACTS Solution Framework from the functional business components and separating the business components from the underlying application architecture, each component can be altered or replaced. This "building blocks" approach not only aids in simplifying changes as new advancements are made to the core application development framework (J2EE or .NET) and COTS components, but also simplifies the understanding of the system in total by abstracting application architecture concerns from the functional business components, defined business rules, and data providers.

The uFACTS Solution Framework uses enterprise components which, besides being used by uFACTS, can be extended to act as a business logic and knowledge repository for the entire enterprise. These components are from top-tier solution providers, furthering your return on your systems investment.

The uFACTS Solution Framework relies on industry standards to expedite development and leverage pre-existing code. It also eases the process of integrating new components to meet future needs.

Finally, the uFACTS multi-tiered approach is designed to yield high returns on your investment in a new UI system. It enables scalability and portability while reducing downtime throughout the lifecycle of your application.

The uFACTS Technical Framework Expedites Development Tasks

This architecture is supported by the uFACTS Technical Framework, a set of components and tools that greatly enhances the productivity of software developers. These tools include an XML-driven code generator that relieves developers of routine programming tasks, allowing them to focus their time on implementing business logic rather than utility functions within the application. Developers specify via XML the basic navigation and processing steps of a system component, and the code generator provides a skeleton of that component. By adding to that skeleton the appropriate calls to business and technical services that reside within the Service Tier (as described in the upcoming sections of this document), the needed business functionality can be created in a manner that encourages reuse and reduces implementation time.

Using the uFACTS Technical Framework, the Deloitte Team can design and deliver a quality solution faster and at lower risk than our competition. Our uFACTS-based solution mitigates risks to quality and schedule. This proven solution framework and existing knowledge repository enhance design and development.

uFACTS Provides Key System-Level Functions

Deloitte's uFACTS Solution Framework also boosts development productivity by providing a number of key system-level functions out of the box. These include:

- Role-based security. As described in detail on the following pages, the uFACTS Solution Framework can integrate with any LDAP-compliant directory server to provide authentication services and fine-grained authorization checks.

- Event logging/history. The ability to log business transactions and other events that occur within the system, as well as an audit history of changes made to specific data records.

- User interface components. Developers can leverage streamlined capabilities in areas such as paging/sorting of search results, visual cues for user input validations, and translation of database values to user-friendly descriptions.

- Batch processing. A multi-threaded batch framework allows high-volume processing to be managed across multiple application servers simultaneously, while preventing concurrent online transactions from conflicting with batch processing.

- Payment processing. Built-in support for ACH file formats and other payment processing standards.

The uFACTS Solution Framework Is Designed to Jump-start Development	
Features	**Benefits**
Component-based architecture	Streamlined integration of off-the-shelf components with existing artifacts and custom code.
Service-Oriented Architecture (SOA)	Reduction in integration and maintenance costs; Exposure of UI capabilities to enterprise consumers.
Web-based interface	A common browser-based system accessible by all users.
A robust J2EE or .NET technical framework incorporating best-of-breed vendor solutions	Flexibility to tailor system functionality to meet your unique business needs, while relying on proven vendor-maintained software to deliver functions such as document management, workflow, and business rule management.

Exhibit 2 - 11: Designed with Application Development in Mind.
Application architecture with clear specifications for design and development can expedite development and implementation. Deloitte's uFACTS Solution Framework is component-based, multi-tiered architecture that is based on Service-Oriented Architecture design concepts.

A Tiered Architecture that Promotes Scalability and Extensibility

To promote scalability and extensibility, we've built the uFACTS Solution Framework as a multi-tiered solution. This architecture method partitions the application into distinct layers with discrete functionality in each layer, or tier, and includes well-defined interfaces between the tiers.

The multi-tiered approach supports distributes the application in parts across the system. The flexibility to distribute your application across the tiers assists you in developing and managing your application today and enables you to easily grow

with the existing application in the future. It enables easy scalability and portability, reducing downtime and giving you a more reliable system throughout the lifecycle of your application. See Exhibit 2 - 12 for a diagram of the logical layers of the uFACTS Solution Framework.

Furthermore, a multi-tiered architecture can help us leverage your existing technology and tools in cases where reuse is desirable and technically feasible.

The uFACTS multi-tiered application architecture consists of the following four tiers:

- **Presentation Tier.** The web-based user interface application layer

- **Service Tier.** Combines business processes and business logic to support the functional capabilities of the system

- **Integration Tier.** Supports communication with internal and external systems, agencies, and business partners to core business logic

- **Information Tier**. Enables access to UI data repositories and manages availability, security, and recoverability of data
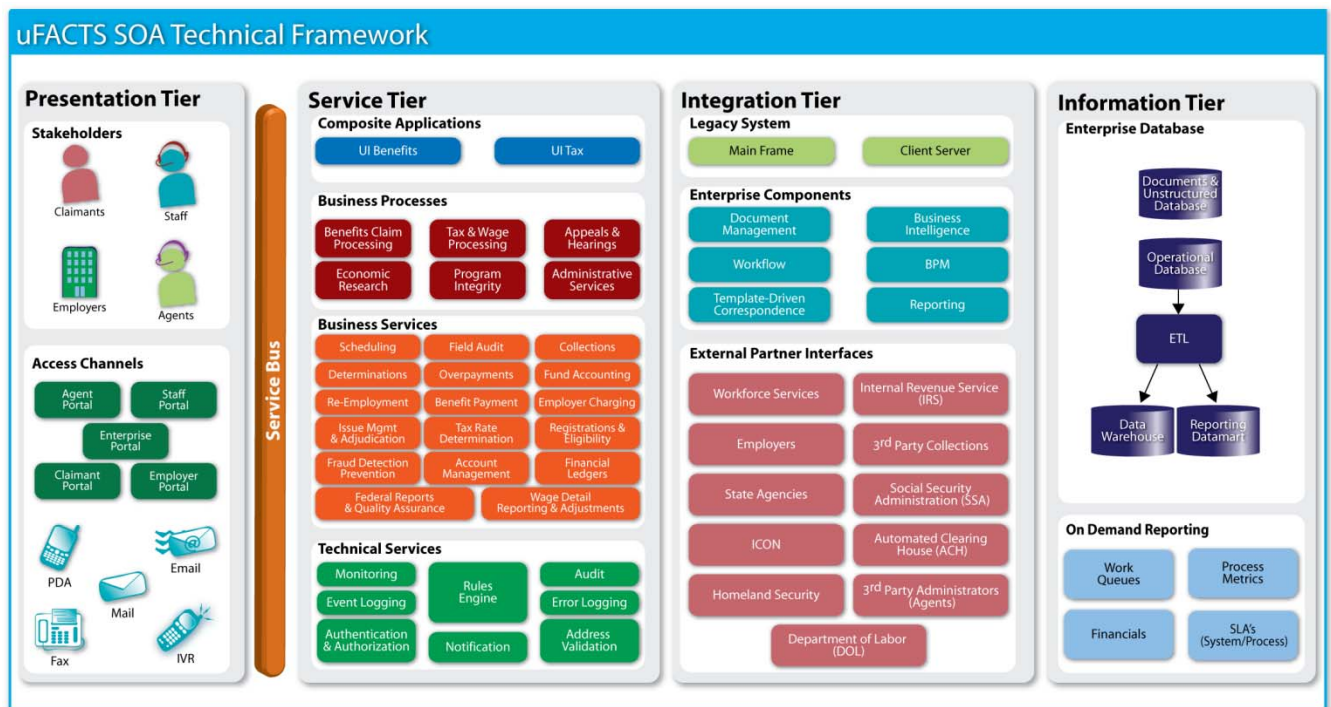

Exhibit 2 - 12: Four Tiers of the uFACTS Application Architecture.
Each tier is designed to isolate unique components of the application to expedite development and ease of maintenance as your environment changes and grows. A service-oriented, multi-tiered architecture enables high availability, scalability, and extensibility.

Based on a highly structured multi-tiered approach, each tier is designed with clearly defined interfaces and supported by the right specifications and best practices.

A Multi-Tiered, Service-Oriented Approach to Your Application Architecture	
Features	**Benefits**
Reusable Code	Isolating code by tier eases access to the logic when required for reuse, making it easy to leverage in navigating control logic.
Simplified Maintenance	Isolating code by tiers simplifies changes and lowers risk; changes in one tier can take place without inadvertently impacting another tier.
High Performance	Separating the application by tier provides for a flexible physical architecture; each tier hosted on different hardware platforms enables scalability to current and future performance requirements.
High Availability	Any single component failure can be isolated to avoid mass impact to the overall system, and clustering like servers ensures some UI functions can continue to run while others are under maintenance.
Scalability	The ability to distribute logical and physical components across servers reduces cost to scale the application when required; reducing capacity may also be required and is possible by turning off or redeploying servers.
Security	All aspects of the system are built toward FISMA certification standards including securing communications channels, hardware lockdown, and selective data encryption in the database.

Exhibit 2 - 13: A Multi-tiered Application Architecture Features and Benefits.
The uFACTS Solution Framework can reduce your risk when building the new modernized system.

A multi-tiered approach enables us to isolate unique service components and system code so developers can easily locate specific business or technical logic, make necessary modifications to it, augment it, or eliminate it as your system requires—during development or in the future. The uFACTS Solution Framework, therefore, provides a highly maintainable system for AWI and all user groups.

uFACTS Leverages Proven Enabling Technologies

To better meet the needs of enterprise UI customers, we made the decision during the development of uFACTS to integrate current and future versions of proven, industry leading software products. The uFACTS Integration Initiative was formed to provide the foundation for Deloitte to work with technology partners to integrate their products with the uFACTS Solution Framework. As a result, our customers are able to continue leveraging the best technologies and services from industry leaders, with the kind of integration and unified support previously available only through a single vendor.

This initiative is unique to the industry due to leading technology companies' agreement to work directly with Deloitte to support UI modernization efforts and help deliver integrated solutions. Most industry initiatives are marketing focused while this initiative is product focused, producing real, tangible deliverables to our clients. Also, for the first time ever, technical support and personnel from these industry leading vendors will be able to co-deliver services to our clients.

Candidates for Integration with Third-Party Providers

Functions that are not part of the unique business of unemployment insurance are candidates for third-party, industry leading software vendors. Some of these candidates—such as information management tools —seem obvious. Others may not. We have examined the marketplace and identified functions where customer's requirements can be satisfied by market-leading, off-the-shelf technology products. These functions may vary by State depending upon your unique requirements. This includes functions such as:

- Scheduling

- Workflow

- Enterprise content management

- Business Rules Repository/Engine

- Information Management

- Data mining

- Data warehouse

- Integrated Voice Response

For several of these areas, we have focused our efforts on working with products that are industry leaders. These include:

- iLog Business Rules Management System

- FileNet Enterprise Content Manager and Workflow

- Business Objects Crystal Enterprise

- Cognos

- Integrated Voice Response Vendors: Genesys and Oracle

We believe our extensive efforts to integrate these industry leading vendors into our uFACTS Solution Framework offer our clients tremendous value. Regardless, we recommend products based upon specific client requirements or preferred technology vendors.

Integration with Other Services

We realize that you will integrate with other products, and have designed the uFACTS Solution Framework accordingly. The uFACTS Solution Framework was designed with open-source APIs to core business functionality. Our adaptive integration layer provides the ability to integrate seamlessly with other technology products based on customer requirements. Like our integration with identified industry leading products, this integration approach provides you flexibility in terms of product choices and future technology product migration alternatives.

Integration architecture. The uFACTS Solution Framework is designed to accommodate data-level and application-level integration using standards-based

integration architectures such as Web Services, the Java Connector Architecture (JCA), Java Data Base Connectivity (JDBC), Java Message Service (JMS) and other messaging technologies.

IVR/ACD integration. The uFACTS Solution Framework is flexible enough to accommodate existing interactive voice response and automatic call distribution (IVR/ACD) technology. We do not tie the customer to a specific platform. Core business logic is exposed to external systems such as an IVR/ACD system via standards-based integration services. We recognize the considerable investment in hardware, software, and training that you may have made in certain products. Using integration services, it is possible to integrate your existing platform with the framework and extend its current functionality, allowing call center agents to directly access employer and claimant data based upon the call being received

Loose Integration between uFACTS and Industry Leading Software

We realize that you may need to use components for workflow, business rules, or information management other than the ones we have already integrated into uFACTS. Central IT departments or previous purchases may make it advantageous for your agency to use other components. This can be accommodated in our uFACTS Solution Framework.

Unlike products that rely wholly on certain supporting components as part of their solution, we do not tie you to a particular product. Although we have spent more effort integrating with the identified market leaders in these areas, we interface with them in a way that allows you to use other products. If, for example, you chose Siebel or Curam as your platform for development, you would have no choice but to use their rules engine. Deloitte has a preferred rules engine, iLog, but the solution does not require you to implement that package.

Seizing the Benefits of an Industry-Leading Approach

As UI agencies move into the future, they will need to integrate components from multiple vendors. The uFACTS Solution Framework has coordinated industry-leading providers to offer comprehensive integration solutions for the UI industry. Business Objects, ILOG and FileNet have all committed resources to facilitate integration that occurs as seamlessly as feasible. Additional specific benefits at the core of the uFACTS Solution Framework include:

- **Rapid solution deployment.** Our uFACTS Solution Framework can speed your time to implementation and reduce the burden on your IT staff to figure out how components will integrate.

- **Increased product integration quality.** Deloitte has worked to test and retest integration between uFACTS and leading software vendors' products. We have built these findings directly into our solution framework. This means that products work together in a proven fashion, drastically reducing potential integration issues.. Deloitte has set up ongoing qualification teams who test and, if needed, apply required fixes to the software integration. The goal is to

stress test the whole software and hardware stack, which includes, from the top down, the uFACTS Solution Framework, Business Objects, FileNet, ILOG rules engine and other leading technologies.

- **Improved service.** Our relationship with Business Objects, FileNet, IBM, Oracle and ILOG across States facilitates issue resolution. As issues occur in development and beyond, we can escalate them quickly through vendor channels to seek effective resolutions.

- **Improved upgrade process.** Deloitte is working with the technical staff at Business Objects, FileNet and ILOG to test current and pre-release versions of their software to confirm interoperability so that the solution we deliver is an implementation of products that a vendor has seen before. The perspectives of many industry-leading vendors have been built into the uFACTS Solution Framework from the beginning.

- **Planned integration.** If there are other components that your UI system will integrate with, the uFACTS Solution Framework has been designed to accommodate them accordingly. For instance, we use open standards for API calls and do not use any language specific to a database management system that would limit integration with a variety of databases.

2.d Additional Information

RFP Reference

Any other information that vendors want to supply in response to this RFI.

Deloitte Consulting has been serving the State of Florida for more than ten years. We have performed work for a number of Florida agencies including: The Agency for Health Care Administration, Department of Revenue, Department of Insurance, Department of Law Enforcement, Department of Health, Department of Financial Services, Department of Children and Families, Department of Management Services, and the South Florida Water Management District. Deloitte & Touche LLP has provided audit and audit related work for over two decades to the Florida Turnpike Enterprise and the Florida Housing Finance Corporation.

Deloitte Consulting has been an integral part of helping the State of Florida focus on its citizens, and nowhere is this more evident than in the work we have recently delivered for the state on the following significant projects:

Florida Retirement System (FRS) – DPAS – 1997 – 2012

Deloitte's Public Pension Practice recently acquired from BearingPoint was responsible for the design, development, and implementation of Deloitte's Pension Administration Solution (DPAS), which is a comprehensive client/server retirement information system for the State of Florida Division of Retirement. The FRS provides benefits administration for a growing membership of 680,000 active members and 300,000 retired public workers using DPAS. Deloitte is currently supporting that system under a managed services contract.

The system includes document imaging, workflow, and Internet solutions integrated with the business application software. This large-scale system development effort was implemented in phases over a 3-year period with additional enhancements to support evolving business needs such as Florida's implementation of a Defined Contribution Plan and extended online functionality.

Florida Department of Revenue – SUNTAX – 1998 – 2009

Deloitte Consulting designed and implemented the state's enterprise-wide integrated tax system (SUNTAX) for the Florida Department of Revenue. We most recently successfully integrated Unemployment Tax from the Agency for Workforce Innovation's (AWI) legacy system into SUNTAX.

Florida Department of Revenue – CAMS I – 2003 – 2007

Deloitte Consulting was contracted as the systems integrator for the CSE Automated Management System (CAMS), the first SAP-based Child Support Enforcement system to utilize an ERP approach to delivering a child support enforcement case management system. CAMS I, the first phase of this system transformation effort to replace the State's legacy child support case management system was successfully implemented in June of 2006.

Florida Department of Revenue – CAMS II – 2008 – 2011

Deloitte Consulting was awarded the second and final phase of this Child Support transformation system project, CAMS II, in January of 2008. When CAMS is completed in 2011 it will replace the State's legacy child support system supporting over 3,000 on-line users and more than 35 interfaces to external entities.

South Florida Water Management District (SFWMD) – eQUEST – 2005 – 2007

Deloitte Consulting was selected to implement SAP at the SFWMD an agency of the State of Florida in 2005. The project delivered an integrated business solution that streamlined the finance, procurement, contracting , plant maintenance, and human resources/payroll processes. The project was successfully completed in January 2007.

Florida Department of Children and Families – Florida Systems Maintenance – 2006 – Current

Deloitte Consulting was awarded a contract by the Department of Children and Families in March 2006 to maintain and operate the State's integrated welfare eligibility and child support enforcement case management system. Deloitte Consulting originally developed the welfare eligibility component of this system in Ohio (CRIS-E) and transferred and enhanced it for Florida in the early 90's. Our team of 117 staff is on site in Tallahassee providing IT services to maintain, operate, and enhance this application.

Our Commitment to the Local Community

Deloitte Consulting has a significant presence throughout the state of Florida, with offices located in Tallahassee, Jacksonville, Orlando, Tampa, Boca Raton, and Miami. More than 1,000 professionals live in Florida and provide services to clients across the State. Deloitte's Tallahassee office is home to over 120 employees who staff our State of Florida projects. The firm actively gives back to the community by participating in many Tallahassee-based charities such as the United Way of the Big Bend, Ronald McDonald House Charities, March of Dimes, American Cancer Society, Big Bend Hospice, and WFSU public radio and television. In addition our staff participate in IMPACT DAY, Deloitte's firm-wide day of community service by individually giving their time and talents to local organizations in need such as The Tallahassee Outdoor Museum, Mission San Luis, Boys and Girls Club, and The Shelter.

Additional information regarding our qualifications and presence in Florida is available upon request.